

ANNUAL REPORT

OF

The Commandant

THE COMMAND AND GENERAL STAFF SCHOOL
FORT LEAVENWORTH, KANSAS

1928-1929



THE COMMAND AND GENERAL STAFF SCHOOL PRESS
FORT LEAVENWORTH, KANSAS

1929

THE COMMAND AND GENERAL STAFF SCHOOL
Fort Leavenworth, Kansas

July 1, 1929.

SUBJECT: Annual Report for school year 1928-1929.

To: The Adjutant General, War Department, Washington, D. C.

In compliance with paragraph 3 c (2) (a), A.R. 350-110, the Annual Report for The Command and General Staff School for the school year 1928-1929 is submitted herewith. The name of this school was changed by Third Indorsement, AGO, dated May 1, 1929 (AG 352. (3-23-29) Pub.) from The General Service Schools to The Command and General Staff School.

1. SCHOOL STAFF.—During the school year 1928-1929, the school staff was as follows:

Brigadier General Edward L. King, Commandant.

Personnel Staff:

1st Lieutenant Willard A. Holbrook, Jr., Cavalry (A.D.C.).

2d Lieutenant James S. Willis, Signal Corps (A.D.C.).

Colonel Herbert J. Brees, Cavalry, Assistant Commandant.

Lieutenant Colonel James H. Bryson, Field Artillery, Executive Officer and Secretary.

Major Robert L. Eichelberger, Adjutant General's Department, Adjutant General.

Major Woodell A. Pickering, Infantry, Librarian.

Major William H. Cureton, Field Artillery, Assistant Secretary.

2. OFFICERS ON DUTY AT THE COMMAND AND GENERAL STAFF SCHOOL.—Officers on duty at The Command and General Staff School were as follows:

Colonel George L. Byroade, Infantry, Director.

Colonel James A. Woodruff, Corps of Engineers, Assistant Director.

Chiefs of Sections

Command: Lieutenant Colonel Robert McC. Beck, Jr., Cavalry.

G-1—G-4: Lieutenant Colonel Frank Keller, Cavalry.

G-2: Lieutenant Colonel Howard S. Miller, Coast Artillery Corps.

G-3: Lieutenant Colonel Walter C. Short, Infantry.

Publication: Lieutenant Colonel John Scott, Infantry.

Chiefs of Subsections

Infantry: Lieutenant Colonel James M. Churchill, Infantry.

Cavalry: Lieutenant Colonel Robert M. Campbell, Cavalry.

Field Artillery: Lieutenant Colonel Edmund L. Gruber, Field Artillery.

Coast Artillery: Major Forrest E. Williford, Coast Artillery Corps.

Engineer: Major James A. O'Connor, Corps of Engineers.

Air Corps: Major Oscar Westover, Air Corps.

Signal Corps: Major Harry C. Ingles, Signal Corps.

Chemical Warfare: Major Haig Shekerjian, Chemical Warfare Service.

Adjutant General: Major Robert L. Eichelberger, Adjutant General's Department.

Judge Advocate: Lieutenant Colonel Edwin O. Saunders, Judge Advocate General's Department.

Medical Corps: Major Taylor E. Darby, Medical Corps.

Ordnance: Major Norman F. Ramsey, Ordnance Department.

Quartermaster Corps: Major Robert McG. Littlejohn, Quartermaster Corps.

Instructors

Major Frederick M. Barrows, Field Artillery.
Major Raymond O. Barton, Infantry.
Major Donald M. Beere, Field Artillery.
Lieutenant Colonel John J. Burleigh, Infantry.
Major Charles M. Busbee, Field Artillery.
Major Thomas J. Camp, Infantry.
Lieutenant Colonel William T. Carpenter, Coast Artillery Corps.
Major Guy W. Chipman, Cavalry.
*Major John A. Considine, Cavalry.
Major Charles H. Corlett, Infantry.
Major John F. Davis, Cavalry.
Major Jesse C. Drain, Infantry.
Lieutenant Colonel Louis Farrell, Infantry.
Major William D. Geary, Field Artillery.
Major William H. Gill, Infantry.
Major Stuart C. Godfrey, Corps of Engineers.
Major Russell P. Hartle, Infantry.
Major Robert G. Kirkwood, Field Artillery.
Major Earl Landreth, Infantry.
Major Pearson Menoher, Cavalry.
Major John Millikin, Cavalry.
Major James I. Muir, Infantry.
Major Harold F. Nichols, Coast Artillery Corps.
Major Vernon G. Olsmith, Infantry.
Major Virgil L. Peterson, Corps of Engineers.
Major Wallace C. Philoon, Infantry.
Major Herbert M. Pool, Infantry.
Major Waldo C. Potter, Field Artillery.
Colonel Russell P. Reeder, Coast Artillery Corps.
Major Thomas H. Rees, Jr., Cavalry.
Major Walter M. Robertson, Infantry.
Major Donald A. Robinson, Cavalry.
Major Clinton W. Russell, Air Corps.
Major Homer H. Slaughter, Infantry.
Major George W. Sliney, Field Artillery.
Major John P. Smith, Coast Artillery Corps.

*Relieved from duty as instructor in accordance with paragraph 4, SO No. 257, W. D., November 1, 1928, as amended by paragraph 1, SO No. 264, W. D., November 9, 1928.

Major Alden G. Strong, Coast Artillery Corps.
Major Clarence L. Sturdevant, Corps of Engineers.
Major John H. Stutesman, Infantry.
Major Harry L. Twaddle, Infantry.
Major Robert R. Welshmer, Coast Artillery Corps.
Lieutenant Colonel Martin C. Wise, Infantry.
Major Roscoe B. Woodruff, Infantry.

3. THE COMMAND AND GENERAL STAFF SCHOOL.—*a.*
The Command and General Staff School opened on September 10, 1928, with two classes; one class, the last of the one-year course, was composed of eighty-seven (87) officers from the Regular Army, and two (2) from the United States Marine Corps; and the other class, the first of the two-year course, was composed of one hundred and sixteen (116) officers from the Regular Army, and one (1) officer from the United States Marine Corps.

b. The list of graduates of the One Year Class of The Command and General Staff School follows:

Captain Harry B. Allen, Field Artillery.
Major Frank M. Andrews, Air Corps.
Major Henry H. Arnold, Air Corps.
Major Clair W. Baird, Coast Artillery Corps.
Major George Blair, Infantry.
Major John J. Bohn, Cavalry.
Major Frank E. Bonney, Infantry.
Major Omar N. Bradley, Infantry.
Major Ernest J. Carr, Infantry.
Major Oral E. Clark, Infantry.
Major Charles L. Clifford, Cavalry.
Major Robert B. Cole, Infantry.
Major Robert W. Crawford, Corps of Engineers.
Major John F. Curry, Air Corps.
Major Lewis C. Davidson, Infantry.
Major Leland S. Devore, Infantry.
Lieutenant Colonel Clarence A. Dougherty, Cavalry.
Major Ralph W. Dusenbury, Infantry.
Major Henry W. T. Eglin, Coast Artillery Corps.
Major George L. Febiger, Infantry.
Major Ellicott H. Freeland, Coast Artillery Corps.
Major James L. Frink, Quartermaster Corps.
Major Douglass T. Greene, Infantry.
Major Robert W. Grow, Cavalry.
Major Edwin F. Harding, Infantry.
Major George R. Harrison, Infantry.
Major John N. Hauser, Field Artillery.
Major Falkner Heard, Field Artillery.
Colonel James V. Heidt, Infantry.
Major Frederick Herr, Cavalry.
Captain Roy C. Hilton, Infantry.
Major Oliver I. Holman, Cavalry.
Major George F. Humbert, Coast Artillery Corps.

Major Hamner Huston, Signal Corps.
Lieutenant Colonel Clifford Jones, Coast Artillery Corps.
Major Junius W. Jones, Air Corps.
Major Mahlen A. Joyce, Infantry.
Major William H. Kasten, Cavalry.
Major Sherman L. Kiser, Field Artillery.
Major William C. Koenig, Coast Artillery Corps.
Major Lester L. Lampert, Infantry.
Major Thomas B. Larkin, Corps of Engineers.
Lieutenant Colonel George C. Lawrason, Infantry.
Major Barnwell R. Legge, Infantry.
Major James J. Loving, Corps of Engineers.
Lieutenant Colonel Charles E. T. Lull, Chemical Warfare Service.
Major Ballard Lyerly, Field Artillery.
Major Charles E. McCarthy, Infantry.
Major Dennis E. McCunniff, Infantry.
Major Henry C. McLean, Infantry.
Lieutenant Colonel Charles Haynes Mason, Infantry.
Major Frank S. Matlack, Medical Corps.
Lieutenant Colonel Charles B. Moore, Infantry.
Captain Francis P. Mulcahy, United States Marine Corps.
Major Joseph J. O'Hare, Infantry.
Major William R. Orton, Infantry.
Major Harleigh Parkhurst, Field Artillery.
Major Parley D. Parkinson, Infantry.
Major Clarence E. Partridge, Ordnance Department.
Major Charles E. Perry, Corps of Engineers.
Major Newton N. Polk, Field Artillery.
Major Willard K. Richards, Coast Artillery Corps.
Major William C. Rose, Adjutant General's Department.
Major Frank K. Ross, Field Artillery.
Major Ray C. Rutherford, Field Artillery.
Major Martin F. Scanlon, Air Corps.
Lieutenant Colonel Charles L. Scott, Quartermaster Corps.
Major Wilmer T. Scott, Coast Artillery Corps.
Major William H. Shepherd, Field Artillery.
Major Harold E. Small, Coast Artillery Corps.
Major Charles C. Smith, Cavalry.
Major Lester A. Sprinkle, Cavalry.
Major Leland H. Stanford, Signal Corps.
Major Samuel T. Stewart, Coast Artillery Corps.
Major Edward W. Sturdevant, United States Marine Corps.
Major Edgar W. Taulbee, Cavalry.
Major John B. Thompson, Cavalry.
Major William F. Tompkins, Corps of Engineers.
Major John P. Vachon, Infantry.
Major John H. Van Vliet, Infantry.
Major Victory W. B. Wales, Cavalry.
Major Robert LeG. Walsh, Air Corps.
Colonel Gideon H. Williams, Infantry.
Captain Royden Williamson, Cavalry.
Major Rexford E. Willoughby, Cavalry.
Major Ansel G. Wineman, Field Artillery.

4. COURSES PURSUED.—*a.* The One Year Class pursued the same general course as has been given in the past several years. Colonel James A. Woodruff, Corps of Engineers, has been in immediate charge of this class.

b. The Two Year Class pursued the first year of the new two-year course.

c. Where possible, the two classes were combined in order to reduce the amount of work required of instructors. This arrangement proved very satisfactory.

5. CHANGES IN THE COURSE.—In order to understand the changes in the course at this school, the following is submitted.

a. Until the fall of 1923 the course at this School was a two-year course. During that time 40 per cent to 60 per cent of the Class were selected to stay for the second year. Much unhappiness was caused to officers by this system due to the fact that those who were not fortunate enough to stay the second year felt that they were ruined professionally.

b. In 1922, the course was changed to a one-year course in order that an increased number of graduates might become available, and in order that the large hump of officers who needed this course might be accommodated. At the time the change was made, it was contemplated that when this special situation ceased to exist, the two-year course would again be put into effect. Experience has shown that one year is too short a time for proper instruction in the subjects which are handled here. The student is unable to digest thoroughly what is given; some important matters had to be lightly touched upon, others omitted. The new two-year course eliminates most of these objections. Furthermore, by sending students here to take the full two-year course, the heartburns and disappointments, so bad for morale and which existed under the former two-year course, are eliminated. All officers, except those who fail to arrive at the required standard, stay the full two years. Aside from professional considerations, the saving to the government in transportation and the saving of expenses to officers constitute minor but important advantages. With the reduced number of students sent here annually, those whose duty it is to make selections should be able to send only the very best available material, thus eliminating those for whose graduation under former conditions the School was criticized.

c. A study shows that The General Staff Eligible List now has more than enough names to meet all the needs of a general mobilization as determined by the Mobilization Section, G-3, General Staff. Casualties in this list average about fifty per year. Graduates, under the new two-year course, will be approximately one hundred and twenty per year. It will thus be seen that the need of the service for trained general staff officers is being fully met.

6. MARKING SYSTEM.—*a.* At the time I became Commandant problems were marked "A," "B," "C," and "CU." The rating "A" was given to the first ten per cent; the rating "B" to the next fifteen per cent; and the remaining seventy-five per cent of the Class received the rating of "C"; or "CU" in case the rating was below seventy-five per cent. The result was that practically seventy-five per cent of the Class were, at all times more or less dissatisfied with the rating of "C," and in addition some of those receiving the rating "B" felt that they should have received the rating of "A." The rating was not based on marks received but on relative standing. As the course progressed, the great percentage of students always received a "C," and were therefore branded, in their own minds, as not high type. The net result was considerable dissatisfaction, however unwarranted.

b. Upon assuming command a system was initiated of giving all students who made the required passing percentage a mark of "S" (satisfactory) and those below the passing mark a "U" (unsatisfactory). The improvement in morale from this change alone has been marked.

c. An improvement in the type of comment placed on problems, indicating to the student reasons why his particular action was considered in error and how the comment applied to the particular solution, has resulted in a reduction of reclaims from twenty-five to forty per problem to two or three per problem.

7. HONOR AND DISTINGUISHED GRADUATES.—*a.* The old system of designating the first ten per cent of the Class as "Honor Graduates," and the next fifteen per cent of the Class as "Distinguished Graduates," was a driving process intended to stimulate competition but actually producing much unhealthy competition. Since the honor and dis-

tinguished ratings have been abolished, healthy competition has been retained as all students desire to receive high ratings on their efficiency reports.

b. Under the old system the officer who could produce good work only under continuous driving received this stimulus. The present theory is that a desirable officer is the one who will, at all times, do his best whether continuously driven or not.

c. As a result of the arbitrary percentage used in determining who should receive ratings of "Honor" and "Distinguished," some officers failed to make these grades due to an infinitesimal difference in grade with no appreciable difference in ability. No matter what ability was displayed by student officers only a certain percentage could be graduated as "Honor" and "Distinguished."

d. Under the present system, ratings as prescribed in efficiency reports are used. At present all officers who make a certain determined rating receive proper recognition of their work without reference to the particular standing of any other student officer. With the removal of the unhealthy competitive conditions, due to the previous system of marking and to the honor and distinguished ratings, there has been a marked increase in the standard of the work as is shown by frequency curve cards computed from something over 103,000 solutions of problems.

8. MORALE.—A decided improvement in morale has been noted during the past four years. The removal of unhealthy rivalry and competition, as is noted above under the headings of Marking System and Honor and Distinguished Graduates; courtesy and helpful assistance to incoming students; the diminishing barrier between students and instructors; and the improvement and renovation of quarters have all been contributing factors.

9. METHODS OF INSTRUCTION.—Improvement in instructional methods during the past four years has been marked. Insistence upon proper methods of presentation, the conscientious efforts of the instructors, the policy of sending instructors to pursue summer courses in civilian educational institutions, the committee system, and the use of the tutorial method have all aided. As the mission of the School is one of teaching and training, the tutorial

system of instruction was inaugurated with sections of ten students and two instructors. This system has had most beneficial results. Experience shows that this method accomplishes its mission by the end of approximately three months. Each year it has been discontinued at the Christmas holidays.

10. CURRENT HISTORY.—*a.* Experience has shown that due to the intensive course of instruction, certain students devote their entire energies to the details of the school work alone and fail to maintain proper touch with occurrences of the day as published in the daily press and reviews. To overcome this and to press home to the student the necessity for being in touch with situations which may ultimately affect him professionally, as well as to give practice to officers in expressing themselves before an audience with credit to the service, a course in current history was introduced in the year 1927-1928. One period per week was assigned during which any student was likely to be called upon to discuss some subject of current public interest. The subject was selected by the speaker and the discussion limited to two or three minutes.

b. The subjects discussed during each year is proof of the fact that the student body as a whole is kept in daily touch with important events of the day.

c. In addition to the current history courses, officers are given an opportunity to make a special study and present monographs upon any subject in which they have a special interest or special information. These studies are sent to The Adjutant General of the Army. Credit is given on efficiency records for this extra work, and each year studies which have considerable value have been submitted.

11. RECORDS.—*a. File cards.*—Upon assuming command of the School four years ago, very little existed in the way of records that would be of assistance in carrying on the school work, except the annual schedule and copies or synopses of conferences or lectures. A study was inaugurated for the purpose of evaluating the course and its parts. This study has been completed. The record is in the form of file cards and contains briefly the values of the portions of the course and other valuable information. A record is kept of all conferences, lectures, exercises, map

maneuvers, map problems, and all other work together with the proper evaluation within the course, method of presentation, criticism of detailed matter, and recommendations for improvements in the subject when again taken up for discussion.

b. Grades.—In addition, in the case of problems and exercises which are marked, a record is kept of the grades obtained by the Class, the composition of the marking committee with the grades given by them, and such other information as is believed to be important in the improvement of the School. The record of the grades of the Class is also shown geographically, conforming to that used by educational institutes throughout the country.

c. Evaluation.—By means of this record every part of the course is evaluated, and in case of a change in the course or in case other and more valuable matters are desired the least essential can be easily determined and eliminated.

12. TEXTS.—The policy adopted four years ago of stopping the then prevalent custom of annual revision of texts has been productive of good results. Texts are now printed in such amounts as to provide a two or three-year supply. Unless drastic changes are necessary, revisions are made only when the edition becomes exhausted and re-printing is necessary.

For the past two years textbooks needed by the students have been issued free to them. This policy results in very considerable saving of expense to the officers concerned.

13. SELECTION OF STUDENTS.—I recommend again that more care be taken in the selection of students. No officer should be sent here who has not the previous mental training to complete the course successfully; whose physical condition is not such as to warrant an expectancy of service commensurate with the expense of sending him here; nor should an officer be detailed who has anything on his record which precludes him from selection for the General Staff Eligible List.

14. COURSES FOR RESERVE OFFICERS.—In addition to the regular work of instructors in connection with the student bodies, instructors have carried on a course for Reserve Officers and others at Kansas City, Missouri (regarded as

a model throughout the service); St. Louis, Missouri; Topeka, Kansas; Kansas City, Kansas; and St. Joseph, Missouri.

15. THE SPECIAL COMMAND AND GENERAL STAFF SCHOOL.—The Special Course for Officers of the National Guard and Organized Reserves began March 18, 1929. The Class numbered thirty-nine officers, sixteen from the National Guard and twenty-three from the Organized Reserve, representing twenty-six states and Porto Rico.

The list of graduates is as follows:

Lieutenant Colonel John H. Agnew, G-1, 26th Division, Massachusetts National Guard.
Lieutenant Colonel Paul S. Bliss, Infantry Reserve.
Major Rudolph B. Boyle, Military Intelligence Reserve.
Lieutenant Colonel David J. Brady, Infantry Reserve.
Major Karl M. Brouse, Infantry Reserve.
Major Kenneth Buchanan, 106th Cavalry, Illinois National Guard.
Major Wesley K. Carr, Infantry Reserve.
Major Homer E. Carrico, Cavalry Reserve.
Lieutenant Colonel Russell S. Cheney, Infantry Reserve.
Lieutenant Colonel Wallace A. Choquette, 26th Division, Massachusetts National Guard.
Brigadier General Paul B. Clemens, Wisconsin National Guard.
Colonel David J. Davis, Chief of Staff, 28th Division, Pennsylvania National Guard.
Lieutenant Colonel William E. Guthner, 157th Infantry, Colorado National Guard.
Brigadier General James A. Haggerty, Connecticut National Guard.
Major Sherman O. Haight, Infantry Reserve.
Lieutenant Colonel William F. Hemenway, 129th Infantry, Illinois National Guard.
Major Earl E. Howard, Coast Artillery Reserve.
Major James G. L. Howard, Engineer Reserve.
Lieutenant Colonel Henry C. Jackson, Field Artillery Reserve.
Lieutenant Colonel William J. Jones, Signal Corps, New York National Guard.
Major Kenneth Little, Infantry Reserve.
Major John E. Moore, 128th Field Artillery, Missouri National Guard.
Lieutenant Colonel John T. Moore, Signal Corps, Alabama National Guard.
Lieutenant Colonel Joseph A. S. Mundy, Infantry, New York National Guard.
Major Miguel A. Munoz, 29th Infantry, Porto Rico National Guard.
Captain Marcel A. Palle, Infantry Reserve.
Lieutenant Colonel Paul B. Parker, Infantry Reserve.
Lieutenant Colonel George S. Penney, G-2, 26th Division, Massachusetts National Guard.
Lieutenant Colonel William E. Pinkston, Infantry Reserve.
Major Roy T. Quick, Infantry Reserve.
Major Earle A. Reed, Field Artillery Reserve.
Colonel William H. Sands, 111th Field Artillery, Virginia National Guard.

Colonel Arthur F. Shaw, Infantry Reserve.
Major Jacob H. Tatsch, Finance Reserve.
Lieutenant Colonel Achille O. Van Suetendael, Engineer Reserve.
Lieutenant Colonel Herold J. Weiler, 131st Field Artillery, Texas
National Guard.
Colonel George F. Weisel, Engineer Reserve.
Major Ben S. Winfree, Engineer Reserve.
Major George W. B. Witten, Chemical Warfare Reserve.

16. PURPOSE OF SPECIAL COURSE NOT GENERALLY KNOWN.—Interviews with individual members of the Class indicate that many Regular Army officers on duty as instructors with the National Guard and Organized Reserves are not familiar with the purpose of the Special Course, and are unable to give interested officers information regarding the scope of the course.

17. PREPARATION FOR SPECIAL COURSE.—The officers of the National Guard, in the Special Class, who were notified in October that they had been selected to take the Special Course were better prepared than the officers of the Organized Reserves in the class. This was due apparently to the fact that many of the Reserve Officers were not notified of their selection until February, 1929, leaving but one month for preparation. After principals and alternates have been designated, executives should see that these men receive every encouragement and assistance in preparation for the course.

18. RECOMMENDATIONS.—I recommend:

a. That officers on duty with the National Guard and Organized Reserves be required to become familiar with the purpose and scope of the Special Course, when it begins and ends, and the preparation necessary before entering upon the course.

b. That physical examinations be held before reporting, and officers who are found to be not physically fit be eliminated from those ordered to take the course.

c. That the age limit for officers detailed to take the course be forty-five years. Many men in civil occupations are not mentally and physically active enough to justify the cost of this training. The change in methods of living necessary to follow the routine of the School is a hardship for many men as they approach fifty years of age, and they are handicapped in undertaking this work. Only men who are physically fit and who have the necessary prospects should be ordered to this school.

19. THE COMMAND AND GENERAL STAFF EXTENSION COURSE.—*a. Director.*—Colonel Russell P. Reeder, Coast Artillery Corps, has been the director of The Command and General Staff Extension Course.

b. Change of title.—In compliance with third indorsement A.G.O. dated May 1, 1929 (AG 352 (2-3-29) Pub) the designation of The Command and General Staff Correspondence Course was changed to the Command and General Staff Extension Course.

c. Organization.—The breaking up of the Correspondence School Section and the assignment of the instructors in that section to the regular sections of The Command and General Staff School has proven to be satisfactory. The work of preparing material for the Extension Course has been handled more expeditiously and with better results than was the experience under the old setup. All problems and material are now prepared and administered by the same methods as are those prepared for the resident school, thereby insuring uniformity of doctrine.

d. Work of the year.—During the present school year all of the Subcourses, I to VI, have been revised to eliminate the corps, paralleling to a large degree the course of the first year in the resident school. At the direction of the War Department a special course for Administrative Staff, consisting of fourteen problems and a special course, consisting of six problems with maps, was prepared for Commanding Officers of Special Troops and Company Officers, Headquarters Company, Division and Corps.

e. Distribution.—The following distribution was made of Extension Courses upon requisition from Corps Area and Department Correspondence Schools:

1927-1928,	4,027 subcourses.
1928-1929,	5,438 subcourses.

f. Recommendations.—(1) That the Extension Courses given by the Special Service Schools be revised and made to conform to Reference Data, The Command and General Staff School, and other reference texts used by The Command and General Staff School.

(2) That all problems prepared for these courses be placed on the Gettysburg-Antietam Map, Edition 1925, and the use of the 1913 edition of this map be discontinued.

20. SUMMER TRAINING CAMPS.—*a.* During my tour of duty here I have been Camp Commander of the Summer Training Camps, Fort Leavenworth, Kansas, one of the camps under the jurisdiction of the Commanding General, Seventh Corps Area. During this period, roads have been improved, and a number of new mess halls and bathhouses constructed. The bathhouses are of the latest type, with toilets and concrete floors. A large outdoor swimming pool has been constructed for the use of the students. I have made many addresses in this vicinity to help popularize the training camp movement. Wide publicity has been given the camps and many athletic cups, prizes, and personal services have been cheerfully donated by citizens in this vicinity. In addition to the training in the Reserve Officers Training Camps and Officers Reserve Corps Camps, the following students have been trained in the Civilian Military Training Camps during my tour of duty here:

<i>Year</i>	<i>Number of students</i>
1925 -----	1556
1926 -----	1755
1927 -----	1702
1928 -----	1489

b. While the summer camps here have been a function of the Corps Area Commander, supply, construction, and repair have been handled locally, even during the years that this command was an exempted station. In all types of camps, instruction has been assisted by officers detailed from the instructors at The Command and General Staff School.

21. QUARTERS.—*a. Housing program.*—(1) The War Department's housing program for Fort Leavenworth, corrected to May 24, 1928, and based on Tables of Organization No. 652 P, contemplates room for 403 officers, including 40 National Guard and Reserve officers, students of the Special Course. There are now available for officers on the Post 374 sets of quarters. On May 24, 1928, I recommended that there be constructed at this Post at least ten sets of quarters for married officers, and not less than

sixteen sets for bachelor officers. In the construction of these ten sets of officers' quarters, special consideration should be given to provide ample space for large families. Of the 326 sets of quarters available for married officers (48 bachelor sets excluded from these figures), there are 72 of these that contain only two bedrooms and nineteen that contain only one bedroom. Most of the others which are available to student personnel contain only three bedrooms. Our experience has shown that we nearly always have enough quarters for bachelor officers, but that it has been a difficult problem to house properly the officer who has a large family—that is, a family of six or seven people, not counting servants. All student officers and all instructors require not only room to run the ordinary house, but each of these must have a study of sufficient size in which to spread out his maps and do his home work under the most favorable circumstances.

(2) *Bachelors' quarters.*—Our experience in the last two or three years has been that the proportion of bachelor officers among students is decreasing, and that the percentage of those married has increased. My recommendation of May 24, 1928, may have to be modified to meet this new condition, and the number of sets for married people increased to take care of this situation.

(3) *Conversion of apartments.*—Next to an increase in the number of available sets of quarters for officers is the urgent necessity for the conversion of temporary apartments, improvised from barracks in 1919, for use as officers' quarters. These buildings are located on Pope and Doniphan Avenues; most of them have beaver-board partitions between the separate apartments. Ten years' experience has demonstrated over and over again that very unsatisfactory conditions exist in these buildings, due to the haste in remodeling, the flimsy character of the partitioning, and the poor arrangement resulting from an inadequate use of the available space. The War Department's program calls for \$216,300.00 to convert these temporary apartments into permanent ones. Before this work is begun, I recommend that a restudy be made of the interior arrangement of the quarters, so as to eliminate all unnecessary stairway and hall spaces, provide the maximum living

space in quarters, secure the greatest possible benefit from heating arrangements, and to secure separate entrances to each set of quarters, if practicable. I believe that all of these advantages may be secured within the estimated cost.

(4) *Priority*.—With a two years' course in progress at Fort Leavenworth, it would be an impracticable undertaking to attempt all of this remodeling in any one year. The project will have to be worked out progressively, and most of the work will have to be done between about June 15th and August 15th—between the departure of an outgoing class and the arrival of a new one. For this reason, I urgently recommend that the building program for Fort Leavenworth be moved from its present priority to one near the top, and that this remodeling be begun as soon as funds can possibly be secured for the purpose. The same urgency also exists as to the new construction. It looks now as if several married families will have to occupy quarters in a bachelor building. This is extremely unsatisfactory, not only to bachelor officers living in the vicinity, but especially to the families of officers living in such quarters, as no cooking facilities are available for housekeeping, and all of these families will have to take their meals in the officers' mess. This is not conducive to the American kind of home life.

(5) *Quarters for warrant officers and noncommissioned officers*.—The War Department program for Fort Leavenworth also calls for 16 sets of new quarters for Warrant Officers and noncommissioned officers. There are now 53 such sets available, but many of them are extemporized from blacksmith shops, etc., are excessively small, very old, very poorly equipped for modern living conditions, and should be replaced without further delay.

22. POST ACTIVITIES.—*a. The Service Club*.—(1) This building, numbered 61 on historical records of the Post, is an activity carried on in the interest of Warrant Officers, noncommissioned officers, and enlisted men, and their families at Fort Leavenworth.

(2) *Service Club activities*.—The Service Club Library is housed in the west wing of the Service Club building. It also contains the office of the Educational and Recreation Officer, where the business of conducting the pub-

lic and other schools for children on the Post is carried on. It contains a fine swimming pool in the east wing. There is a large stage and a seating capacity of about 1000 in the main hall. In the basement there are bowling alleys and a handball court. It is heated from the central heating plant. The building is well arranged for its general purpose. This building is also used for large public gatherings of officers and others when the Officers' Club facilities or the School building do not provide sufficient room.

(3) *Condition of building.*—Considering the important part which this building plays in the life of the enlisted men, and others at Fort Leavenworth, it is a shame that more care has not been given to its up-keep and improvement. I found the bowling alleys and handball court in a deplorable condition, and I am sorry to report that the building and its fixtures are still in very bad shape.

(4) *Appropriations.*—In March, 1927, I took this matter up with the Adjutant General of the Army. I did secure from him a small amount (\$500.00) which was spent in improving the bowling alleys. They are now in very good condition. By improvising materials and available supplies, and from small donations (\$50.00 total) furnished by the Book Department of The Command and General Staff School, some improvement has been made in the general appearance of the main hall and stage.

(5) *Library books.*—Only recently the records and books of the Service Club Library have been gone over very carefully, all records brought up-to-date, all unserviceable books disposed of, as provided in *Army Regulations*, and an effort is now being made to secure additional books for this library.

(6) *Recommendations.*—I recommend that additional money be provided each year in the Post allotment to take care of this very worthy and essential activity in the interest of the enlisted men. I cannot conceive of a more worthy project for the welfare of our soldiers than to provide on the Post some place where good and healthy entertainment, suitable to the character of the men, can be provided by the military authorities. As conditions now exist, the soldier seeks most of his recreation and entertainment in the nearby town of Leavenworth. This is not

always in the interest of the men themselves. I earnestly recommend that the War Department give this matter serious consideration and reasonable provision in money be made in its interest. Next to the project of suitable, wholesome, and ample food, all of which has already been secured, is some plan to provide pleasant surroundings for the soldier in or near his barracks.

b. Schools for children, public schools. Relation of the Post with the county authorities.—(1) The Fort Leavenworth Military Reservation constitutes the Fort Leavenworth school district. The duties and powers of officers of school districts under the general school law of Kansas, are specifically imposed for this district upon the Board of County Commissioners of Leavenworth County. The revenues of the district are derived through the imposition of taxes on the corporate interests within the limits of the reservation. On account of the large number of children usually residing in the Post, including those on that part of it usually designated as the United States Disciplinary Barracks Reservation, the revenue is not sufficient to provide enough teachers. Extra teachers are employed from funds raised by assessment on parents of children attending the schools. The amount of the assessment varies from year to year according to the number of pupils in the schools. The schools for children are maintained in buildings Nos. 53 and 133. The first-named building is on the corner of Scott and Kearney Avenues, and the second-named building about 300 yards north of this one on the east side of Scott Avenue. Building No. 133 is built of brick, having been erected by prison labor from the U. S. Disciplinary Barracks. It is a good building, fire-proof, and well arranged for its purpose.

(2) Building No. 53 is of brick and wood, is very old, and was remodeled from the old Sales Commissary for school purposes. It is not suitable for the purpose. I recommend that Building No. 53 be replaced by another building, larger and better arranged for the purposes of a school for children. Experience has shown that by utilizing prison labor available at the U. S. Disciplinary Barracks construction can be materially decreased in price. I believe that an

appropriation of \$50,000.00 would enable the Commandant to construct a modern and up-to-date school building.

c. The Officers' Club.—(1) The Officers' Club, conducted at Fort Leavenworth, has always, in the history of The Command and General Staff School, been one of the most important agencies on the Post for the upbuilding and maintenance of morale among the officers, for the cultivation of pleasant social relations among them, their families, and civilians residing nearby in the city of Leavenworth.

(2) In the fall of 1925, the Club was in debt \$8,000.00. During the four-year period this indebtedness has been liquidated and the Club has a strong cash reserve. Many improvements have been made in the club house and other activities, and dues have been reduced.

(3) The Club is run under a constitution which was last amended and revised in 1927, and it is financially maintained from dues levied on members; officers and a limited number of civilians. It maintains two houses—the main club in Building 42 on McClellan Avenue is a government building; the golf club house, situated just west of Merritt Lake provides room for all golf purposes and contains the hop room where dances and other social gatherings for officers and ladies are usually held. This building was originally the wireless telegraph station, but when that station was moved to the vicinity of Corral Creek on Grant Avenue, the old building was remodeled from funds furnished by the Officers' Club. Under the constitution of the Club, the following social and other activities are conducted:

(a) The club house contains reading rooms, card rooms, dining rooms, a soft drink bar, pool and billiard tables, a barber shop and a beauty parlor, and a limited number of rooms for the use of transient officers.

(b) A golf club house and an eighteen-hole golf course. Other uses of the golf club house have already been mentioned above.

(c) Tennis courts. Three concrete and nine dirt courts have been built. These courts are a very fine construction and are maintained in such a way that they are considered among the best in the country.

(d) Outdoor swimming pool. This pool is for use of club members and their families. It is a necessary activity here where the temperature during the summer is normally high. The pool has been very popular from the beginning, and affords an immense amount of pleasure to grown-ups and young people for a large part of the late spring, summer, and early fall.

(e) A polo field. This field is one of the finest in the country. It has just been increased in size and improved after much labor.

(f) Minor sports. The minor sports provided here under the direction of the Club include trap shooting, ice skating, etc. All these are carried on in season and afford recreation and healthful exercise to many.

(4) (a) The time has now arrived for a new and up-to-date officers' club house. Drawings of such a club house have already been made by a prominent firm of New York architects, Rich, Mathesius, & Koyl, and a rough estimate of costs has been figured. These drawings and estimates were forwarded to the Adjutant General, Washington, D.C., on February 26, 1929, with a recommendation that a building of this kind be included in the War Department's building program for Fort Leavenworth.

(b) I again recommend serious and sympathetic consideration for this project. Such a building would do much to facilitate the work of The Command and General Staff School. It would permit a reduction in the now large overhead cost of maintaining the two present inadequate houses, all of which cost is borne by the officers themselves from private funds.

d. Boy and Girl Scout Clubs—Riding Classes—Children's Playgrounds.—(1) Fort Leavenworth is a comparatively small community, but is a thickly populated one. The number of children under eighteen years of age is now approximately 700 (officers and enlisted men's children). It is a necessity for the Commandant, through the means of the children's playgrounds, Boy and Girl Scout clubs, and regularly organized riding classes, to provide some form of organized group entertainment for small children and for those of more mature age and capacity. For the younger ones there has recently been started three

playgrounds in which a considerable amount of appropriate equipment is being installed. This equipment has been purchased in part from Post Exchange funds at an approximate cost of \$600.00. Other and more simple equipment has been improvised from available materials. These playgrounds and the equipment installed are proving to be very popular with the youngsters. Some additional equipment will have to be provided to meet entirely the requirements of the situation.

(2) The Boy and Girl Scout organizations have proven to be splendidly helpful organizations for controlling children after school hours. Many of our public spirited officers and ladies and enlisted men are giving freely of their time and at a considerable sacrifice in various ways to themselves to further this good work. I urge a continuance of these worthy projects.

(3) The riding classes for children, conducted by the officers and noncommissioned officers on duty with The Command and General Staff School Detachment (Colored), have for years been most popular not only with the youthful riders themselves, but with their parents. The public-demonstration rides of these classes always draw an interested and enthusiastic audience.

(4) I wish to express here my appreciation to everyone who has in any way furthered these efforts in behalf of the children. The work has been well done and is a distinct credit to all concerned.

23. GROUNDS.—Fort Leavenworth has always been famous among army posts as a well kept reservation. However, there are evidences on every hand of decided improvements in many things during the period of the last four years.

a. The golf course has been brought to a high state of improvement and its general neatness and well kept appearance makes a favorable impression upon all who have an opportunity to see it. Much of this improvement is due to the Commandant of the U. S. Disciplinary Barracks who has furnished prison labor to make this essential activity so attractive in its appearance.

b. Shortly after taking command, a committee on post beautification work was appointed by me. In the four

years just passed, much time, labor, and about \$1,328.89 in money furnished from Book Department earnings have been put into various schemes for post beautification. The U. S. Disciplinary Barracks has also furnished from its tree nursery hundreds of young trees which have been planted in various places along the streets, roads, and alleys. Plans should be made from year to year to conserve the trees and flowering plants already in the ground, and to expand the work to include wider areas on the Post. Officers have been encouraged to purchase shrubs, plants, fruit trees, and flowers and plant them around their quarters. These donations have added materially to the beauty of the Post. All such work, however, requires more and more attention to conserve the benefits derived.

c. With the hearty cooperation and help of the Warden of the U. S. Penitentiary, particularly of Mr. White, the present warden, a great amount of grading and road construction and repair has been made possible by the use of Federal prisoners. An unsightly hillside south of the Polo Field has been cut down, graded, sodded, and made into a park. I hope, for the sake of Fort Leavenworth, this help may be continued upon so pleasant a basis.

24. THE INSTALLATION OF NATURAL GAS.—*a.* After a careful study of every phase of the matter by me and by the office of the Quartermaster General, the War Department on June 21, 1928, approved a project to install natural gas at Fort Leavenworth for all heating and cooking purposes. This gas is furnished by the City Service Corporation and is piped from the Southwest Kansas, Oklahoma, and Northwest Texas fields. An allotment of funds amounting to \$50,370.00, was made in June, 1928, for beginning the work. The installations therein authorized have been in operation for the past winter. The expectations entertained as to the advantages of this kind of fuel over coal have been realized to the fullest extent. The service is well-nigh perfect. The fuel is fully 40 per cent cheaper than coal, and is clean beyond all predictions. The saving in first cost can be computed, but there are other advantages such as the longer preservation of painted surfaces, household goods, clothing; the saving in transportation costs of coal delivery and ash disposal; wear and tear on transpor-

tation; and the longer serviceability of service alleys and streets. None of these can be converted into an exact money value, but the saving on all of them combined is a considerable amount annually.

b. On April 2, 1929, an additional allotment of \$61,000.00 was made to extend this project to include the entire Post. The contract has been awarded for this additional work, which is expected to begin within the near future.

c. I consider this the most outstanding single event of my administration having to do with the furtherance of measures for the comfort and happiness of our army personnel. Preliminary figures would seem to indicate that the saving on this class of fuel will, within a comparatively few years, pay for the installation. I wish to thank the Quartermaster General for his personal interest and help in securing for Fort Leavenworth this great material advantage.

25. MEDICAL AND HOSPITAL SERVICE.—*a. Health.*—The health of the command has been generally good throughout the year so far as acute disease is concerned. *Influenza*, as a part of the extensive epidemic in the United States, prevailed during the winter months, there being 74 admissions in December, 1928, alone. A few cases of scarlet fever have appeared. All of these have been of little importance except influenza which has led to much noneffectiveness through its complications and sequels, pneumonia, empyema, prostration, and infections of the ears, and mastoid, and of the various cranial sinuses. These latter cases are still a tax on the ear, nose, and throat service. Admission and noneffective rates among military personnel have, nevertheless, been lower for this year than for the preceding, and lower for the Army as a whole.

Admissions, military personnel, July 1,	
1928-May 31, 1929	723
Admissions, all others	505
Admission rate, all causes, military personnel per 1000 per annum	565.7

b. *Personnel.*—(1) Average strength of personnel for the period:

Medical Corps	9.
Dental Corps	1.6
Army Nurse Corps	9.3
Enlisted men	49.

(2) At present, there are eight medical officers, one dental officer, and eight nurses for duty. One dental officer is entirely insufficient. The reduced number of medical officers requires restriction of leave privileges, and civilian nurses must be hired by officers and families, in many cases at great expense.

(3) Quality of officer personnel is excellent. Some of the noncommissioned officers have not been up to the desirable standard. Morale has improved during the year.

c. Construction and repair of hospital buildings.—(1) No new buildings have been added during the year. Plans for an addition to accommodate officers and dependents and out-patient clinics have been prepared and submitted to the Surgeon General. It is understood that \$75,000.00 have been appropriated for this construction, but so far nothing has been learned as to when work will begin on the project. The completion of this building will greatly improve the out-patient service, provide suitable accommodations for officers and families and restore to its proper status for isolation of contagious diseases, the so-called annex, now used for officers and civilian dependents.

(2) A large number of minor repairs and constructional improvements have been accomplished with the annual allotment of funds for this purpose. Not including the many small jobs of routine upkeep the following may be mentioned:

(a) Painting of the entire interior of the hospital and annex and laboratory buildings.

(b) Complete interior remodeling and reconstruction of the laboratory building.

(c) Replacement of a considerable number of antiquated lavatories, toilets, and flush tanks with new and improved apparatus.

(d) Over-hauling the heating system of the entire hospital with installation of a large number of new radiator cut-off valves to replace old and defective equipment inoperative from age and abuse.

(e) Installation of automatic electric thermo-regulators for the hot water supply of the hospital.

(f) Installation of gas for technical purposes in the laboratory and dental department.

Substitution of gas for coal in the heating plant is not included above inasmuch as the cost was defrayed from other funds. It is expected that by the end of the fiscal year and with the balance of funds on hand, needed repairs on exterior woodwork and some exterior painting will be accomplished.

d. Supply, equipment, and storage.—Supplies have been satisfactory in quantity and quality. Equipment has been materially added to and improved during the year so that the larger general hospitals are hardly better provided therewith. The greatest improvement has been achieved in the storage or warehousing of supplies. A condition of the utmost disorder and confusion has given place to order and correct arrangement. A large quantity of unserviceable property, the accumulation of years, has been disposed of. Valuable instruments and other articles undergoing deterioration from neglect have been reconditioned and so stored as to prevent further damage.

e. Professional services.—(1) Professional services have maintained a high standard of efficiency throughout the year. The organization along the line of group practice contributing to this desirable situation. The specialties, surgery and gynecology; internal medicine; eye, ear, nose, and throat; obstetrics; urology; orthopedics; and dentistry have all had competent and well qualified representation. To these have been constantly available the facilities of fully equipped X-ray and pathological laboratories, with thoroughly trained officers in charge.

(2) It is not an exaggeration to say that the duties and services of medical officers have increased five-fold within the last fifteen years. This increase is nowhere more evident than at Fort Leavenworth. Such duties bring medical personnel in a most intimate contact with officers and their families and under the condition of tension which frequently prevails in the School, this frequently demands the greatest tact on the part of the medical attendant. Medical officers have met this responsibility in a manner deserving of high commendation.

f. Defects and deficiencies.—(1) A barracks for enlisted personnel is badly needed. These men are now quartered in a dozen small rooms about the hospital mostly on the third floor, a bad arrangement from any standpoint.

(2) Suitable quarters for the Army Nurse Corps detachment are needed. No accommodations are provided by the Medical Department at present. Officers' quarters are being used and as these are required for officers, inconvenience and discomfort will result for the nurses.

(3) A suitable dead room has not yet been provided. It is possible that something to remedy this deficiency can be done during the coming year from the allotment for repairs.

g. Veterinary Department.—The work of the Veterinary Department has been most efficiently done. Its manifold duties as food, milk, forage, and dairy inspection in addition to its ordinary work in the care of animals at this station and the U. S. Disciplinary Barracks have all been carried on to my complete satisfaction.

26. SIGNAL CORPS ACTIVITIES.—The principal signal corps activities at this Post are the post telephone system, radio station, post broadcast system, and meteorological station.

a. Post telephone system.—The present post telephone system is adequate and the service is excellent. The system is about twenty years old and maintenance costs are beginning to mount. The present outside plant is used to capacity and will have to be increased to care for any new construction which may be approved for this Post. A gradual replacement of the telephone system should begin in the near future. The telephone replacement program should contemplate the eventual replacement of all aerial cable with underground cable and the replacement of the present manual operated switchboard with an automatic switchboard. This program would cost approximately \$80,000 but would pay for itself within ten years in savings in maintenance and operating cost.

b. Radio station.—(1) During the past four years the army net radio station at this Post has been greatly developed and improved. Much of the original development in connection with utilizing short wave, low-powered sets was carried on at this Post during 1925. Since March, 1927, all War Department net traffic has been handled by means of short wave sets at a great saving in power costs. As the radio traffic has increased new equipment has been in-

stalled, the latest addition being the New $\frac{1}{2}$ KW transmitter which was placed in service during May.

(2) The steady improvement in efficiency is well shown by the following compilation of words handled and power costs from 1925 to date.

<i>Date</i>	<i>Total Words Handled</i>	<i>Cost of Power</i>
July 1, to Dec. 31, 1925	1,850,670	\$2,094.20
Jan. 1, to Dec. 31, 1926	5,756,990	3,764.70
Jan. 1, to Dec. 31, 1927	6,910,069	1,567.56
Jan. 1, to Dec. 31, 1928	9,471,343	1,044.93
Jan. 1, to Apr. 30, 1929	3,692,079	347.63

c. Meteorological service.—In October, 1928, the meteorological station at this Post began preparation of a daily weather map from data broadcast by radio from Washington. The weather map has been of great assistance to air corps personnel, especially cross-country flyers passing through this Post. This is believed to be the first attempt on the Post of army personnel to utilize the weather map data broadcast by the weather bureau and has led to the establishment of a similar service at Fort Riley, Kansas.

d. Post broadcast system.—A radio program distribution system whereby radio programs are received by a centrally located broadcast receiver and distributed to loud speakers located in quarters, day rooms, club rooms, and barracks throughout the Post has been in development since 1925. From its inception the system has been self-sustaining and at the same time has furnished radio entertainment at the moderate cost of \$1.00 per month for each subscriber. As funds have become available new and better equipment has been purchased. The quality of the service has steadily improved and the system has been so successful on this Post that it has led to the development of similar systems on other posts. During the coming summer additional amplifiers will be installed which will insure reception at each loud speaker with the same tone fidelity as could be expected from the average radio speaker selling at around \$250.00. The increasing popularity of this method of radio entertainment is well illustrated by

the continued growth of subscribers at Fort Leavenworth as shown below :

1925	33 subscribers
1926	108 "
1927	222 "
1928	348 "
1929	395 "

27. THE COMMAND AND GENERAL STAFF SCHOOL BUILDING.—*a.* The main school building was converted to its present form in 1906-1907, partly by remodeling older buildings and partly by new construction. This remodeled main school building has served its purpose well during the past twenty-two years. The original buildings are many years old.

b. Due to a steady expansion of all activities connected with The Command and General Staff School, the main building is now becoming not only very much crowded for space, but many of the school departments are broken up and are scattered about the building in unsuitable locations for work. Some departments are so badly arranged that good supervision by foremen and others is well-nigh impossible. School supplies of various kinds have to be stored in space loaned by the quartermaster, nearly a half-mile from the school building, because there is no suitable space remaining in the main school building. The Book Department, which is an activity of The Command and General Staff School, carried on under authority of the Secretary of War, had to build a temporary frame building in November, 1925, at a cost of \$2,200.00 to house its stock and shipping rooms. It will be only a few years until the small lecture room, known as Wagner Hall, now occupying space not yet required for book stacks in the Library, will have to be given up entirely for library purposes.

c. In November of 1923, drawings were made by the construction quartermaster at Fort Leavenworth of a proposed addition to Building No. 52, the present school building. This plan provided for extending Sheridan Hall west across Upton Avenue about 175 feet west along Augur Avenue, and having a depth of about 170 feet. The drawing made at that time was a well proportioned building east and west of the clock tower, and the proposed addition would harmonize on the west with the library building now

situated on the east of the main building. A rough estimate made in 1923 placed the cost of this addition at about \$351,000.00. I am not prepared to state, at this time, that the solution proposed in this drawing is the best one for our needs, but from a study of it I believe that it would provide in this addition a very large auditorium for school and post purposes, some additional office space for instructors, and would enable a rearrangement of the school shops in such a way as to give them more room, better light, and facilitate and expedite production.

28. THE COMMAND AND GENERAL STAFF SCHOOL LIBRARY.—*a. General remarks.*—The functions of and services rendered by libraries of higher institutions of learning have become increasingly important in furthering the purposes of the schools concerned. This fact has received recognition at this school and the post-war reorganization included a renaissance of the library. The modern era of the library conveniently divides itself into two four-year periods.

b. First period.—The first period (1921-25) was particularly marked by the detail, for the first time (1923), of a field officer graduate of this School to the position of librarian. This gave a direct impetus to library progress and, together with several other innovations, laid the foundations for many of the developments of the second period.

c. Second period.—The second period (1925-29), being coincident with my command, this report seems a fitting channel in which to briefly review some of the results accomplished in enhancing the value of the library and its usefulness to the faculty and students; in bringing the library up to date and increasing its use by the personnel of the School.

d. Classification and cataloging.—Proper classification is a fundamental prerequisite to library service; cataloging is essential to utilization. In 1927, the then librarian, Lieutenant Colonel A. Brandt, Infantry, completed the classification of all library material and issued a catalog of 754 pages.

e. Library contents.—In March, 1927, for the first time, a physical inventory of library contents was accom-

plished; an accurate record system subsequently installed maintains an exact daily knowledge of the contents.

	<i>Books</i>	<i>Documents</i>
Inventory (March, 1927) ----	49,105	6,261
On hand 30 June, 1929-----	53,557	6,822

In the latter part of 1928, also for the first time, an inventory of titles (distinct books or sets of books) was accomplished. This showed a total of 13,727 titles of which 52 per cent were military and 48 per cent non-military.

There are approximately 15,125 titles now on hand.

f. Library equipment.—In my last annual report mention was made of the installation of additional art metal shelving for the library. Two additional decks of stack-room facilities were added to about one-quarter of the existing stack-room space. This addition increased the shelving capacity by about 9,000 volumes and was urgently necessary to avoid storing books on the floor, on tables, and in basement rooms. The past year there have been installed additional stacks in the reading room for reference books, and this room has been provided with a completely adequate lighting system.

g. Book accessions.—The following table shows the accessions for the past four years:

<i>Years</i>	<i>Books accessioned</i>	<i>Books purchased</i>
1925-1926	678	353
1926-1927	1310	744
1927-1928	2074	633
1928-1929	1900	740

The Library contains all of the 148 books (and 5 substitute titles) listed in *War Department Bulletin No. 44* (Aug. 24, 1928)—*Reading Course for Officers*—with one exception, which is out of print, and search for which is continuing.

h. Circulation.—(1) The following figures indicate this particular phase of our library operations (no useable figures are available prior to 1926-1927) :

<i>Circulation</i>	
1926-1927 -----	1900
1927-1928 -----	3438 (Increase of 81%)
1928-1929 -----	4761 (Increase of 150% over 1926-1927;
	Increase of 38% over 1927-1928.)

(2) With approximately 300 persons on the borrowers' list, the per capita circulation has risen from 6.3 in 1926-1927 to 11.5 in 1927-1928, and 15.8 in 1928-1929. During the school months of the past year there were between 700 and 800 books constantly out in circulation; this is more than double that for any preceding year.

(3) With the starting of the second year of the two-year course, further use of the library is expected.

i. Review of Current Military Writings.—This publication is issued quarterly by the Library to provide complete information of new books and documents added, and to cover the field of current military periodical literature. Produced primarily for the benefit of instructors at this School, it is of value also to the student personnel; and, our reports indicate, is of advantage to other service schools and army agencies.

j. Library record system.—From a study of all existing library systems in this country we have devised a record system which is believed to be superior to any now existing. This system, with probably five minutes' work on the part of the record clerk, gives a complete resumé of all library operations daily and the statistics for any date inclusive are available on call. Complete operation of this system begins on 1 July of this year.

k. Reclassification of military contents.—(1) Strange to say, none of our military libraries seem ever to have developed an independent, purely military classification; all, apparently, have adopted one of two classifications, the Library of Congress System or the Dewey Decimal System, either in *toto* or by adaptation.

(2) The incumbent librarian (joining in 1927) found the completed Dewey Decimal System beginning to operate. A year's experience served to demonstrate its weak points.

(3) The principal efforts of the present librarian for the past year have been devoted to the formulation of a system of classification for military literature. Though not proffered as at all perfect, this system will be found logical, comprehensive, flexible, and self-expansive. It meets the needs of this School, and it possesses the advantage of being wholly adaptable—by expansion or con-

traction—to any special service school or other military library.

l. Conclusion.—The Command and General Staff School Library is a more than good military library—it is thoroughly excellent and constantly improving in its worth and in its service. As the preceding paragraphs indicate, it has developed splendidly during the past four years. The institution of the two-year course here will double the individual army officer's benefit. The service at large should have the benefit of this accumulated 50 years military knowledge.

In securing this splendid result, I am indebted to the two officers who have been librarians during my tour, Lieutenant Colonel Alfred J. Brandt, Infantry, and Major Woodell A. Pickering, Infantry.

29. THE MAP REPRODUCTION DEPARTMENT.—*a. Functions.*—This department is charged with the production of all maps, diagrams, aerial mosaics, lantern slides, zinc etchings, halftone plates, and blue and brown process prints required for the use of this School and its agencies. Production in the entire department has made a gradual increase of about fifty per cent for the period covered by this report.

b. Organization.—This department is subdivided into four divisions: namely, the Drafting, Photographic, Lithographic, and Etching Divisions.

c. Drafting Division.—During the period covered by this report, a statement of the Drafting Division is shown in the following table:

<i>School year</i>	<i>Drawings, Tracings, etc.</i>	<i>Process Prints</i>
1925-1926	242	1,452
1926-1927	254	1,524
1927-1928	290	1,680
1928-1929	328	1,968
Total	1,114	6,624

d. Photographic Division.—Production in the Photographic Division for the period covered by this report is shown in the following table:

<i>School year</i>	<i>Negatives</i>	<i>Slides</i>	<i>Motion picture film</i>	<i>Photo paper</i>
1925-1926	635	1,050		70 gr
1926-1927	685	1,130	5,000 ft.	75 "
1927-1928	728	1,192	10,000 ft.	68 "
1928-1929	781	1,270	5,000 ft.	81 "
Totals	2,829	4,624	20,000 ft.	294 gr
22 dozen Contrasto Film.				

e. New equipment.—The following new equipment has been installed during the past four years:

2 Lamps, Macbeth Arc -----	\$300.00
1 Camera Stand -----	49.00
1 Douthitt Diaphragm Control System -----	250.00
2 Halftone Screens -----	233.00
1 Cooper Hewitt Light (Motion Picture) ----	160.00
4 Tanks Developing and Washing (Motion Picture) ----	180.00

f. Motion pictures.—Shortly after my arrival here the idea was evolved of imparting instruction in tactical and supply subjects graphically by means of motion pictures. A motion picture camera was procured from the signal corps. Warrant Officer Harvey A. Fancher and Master Sergeant Frank Arganbright were given training in a laboratory in Kansas City in the technique of producing pictures of this nature and work was started. Six films have been produced up to date and a program for future production prepared. The work of these men has been of high order and the films produced have aided materially in the instruction of the classes. The demand for the use of these films on the outside has been extensive and they have been loaned during the past year to officers on duty with Organized Reserves and National Guard practically in all parts of the United States. This method of imparting instruction is still virgin soil and has great possibilities. Work along this line will be continued during the coming year.

g. Lithographic Division.—(1) In general the Lithographic Division, along with other departments of the School, has been very greatly improved during the period 1925-1929 by the installation of new equipment or ma-

chinery and the use of modern methods in preparing press printing plates and the printing of the maps.

(2) The addition of new equipment made it possible to take care of the increased map requirements without an increase in trained personnel. The increase in map requirements has been approximately 40 per cent per year as may be noted in the summary of work turned out given below:

<i>School year</i>	<i>Separate Maps Printed</i>	<i>Number of Press Impressions</i>
1926-1927	331,127	1,031,275
1927-1928	517,800	1,598,130
1928-1929	724,085	1,903,885
Total for period	1,573,012	4,533,290

(3) (a) In 1925 we designed and built a special plate composing machine which takes care of all plate printing requirements. This machine has at least doubled the press production and made possible creditable production of multi-color maps. The cost of the machine was about \$7,600.

(b) In 1926, a second press was installed to take care of the increasing volume of work. This cost was \$7,500.

(c) A large precision camera has recently been installed at a cost of approximately \$3,000.00 with its accessories. This camera is to work in cooperation with the plate composing machine and with its installation it may be stated that the Map Reproduction Department of The Command and General Staff School has the most complete and up-to-date equipment ever assembled in a single shop for the reproduction of military maps.

h. Etching Division.—(1) The production in the Etching Division during the period in question, follows:

<i>School year</i>	<i>Rubber Stamps</i>	<i>Offset Plates</i>	<i>Etchings</i>	<i>Hand Press Plates</i>	<i>Copies Printed</i>
1925-1926	84	151	342	45	4,237
1926-1927	63	190	286	22	2,115
1927-1928	119	21	424	31	8,610
1928-1929	148		8,475	14	2,210
Totals	414	362	9,507	112	17,172

(2) The following is the new equipment installed during the past four years:

1 Roto Printing Lamp	\$330.00
1 Ostrander-Seymour Routing Machine	675.00
1 Plate Whirler	575.00
1 Engravers Plate Proof Press	450.00
1 Engravers Beveling Machine	875.00

The installing of the foregoing machinery has increased the output capacity at least fifty per cent, has improved the quality of work done, has eliminated several makeshift methods of operation, and has, in one case, eliminated a fire hazard.

30. THE BOOK DEPARTMENT. — *a. Function.* — The Book Department was organized by authority of the Secretary of War many years ago for the purpose of supplying student officers with books, maps, instruments, etc., not furnished from school funds, and used in connection with their school work. These articles are so varied and in many cases of such character that supply by a commercial establishment would be slow and unsatisfactory. The Book Department has kept pace with the development and constant increase of this School in supplying materials to student officers, as well as military books, maps, and other supplies used by the Regular Army, Marine Corps, National Guard, Reserve Corps, universities teaching military training, and the various Special Service Schools. As no other source of supply for this material is available to these organizations and individuals, it can be seen that this department is rendering a valuable service to the Army at large. This belief is confirmed by the expressions of obligations and good-will freely given by those who have dealings with the department.

b. Profits.—The accrued profits of this department are used for the betterment of working conditions in the various shops, by replacelng old and worn out equipment with new and up-to-date machinery, at the same time replacing man power with modern equipment. It spends approximately \$7,227.00 annually for technical help to do work which cannot be done by enlisted men of the detachment or paid for out of the congressional appropriation because that appropriation is too small.

c. Expenditures.—(1) From April 25, 1921, to May 1, 1929, the Book Department has turned over to the Government \$57,940.43 worth of equipment, besides a frame building costing \$2,200.00. Donations for the welfare of the Post have been made during the past four years to the amount of \$6,258.33. This Department, through its good

standing and quick payment methods, saves the Government considerable money in purchasing books for the school library, as well as on supplies used in school shops. The shops have been renovated and painted and the entire exterior of the school building has been painted within the past two years at the expense of this department, and at no expense to the Government. The total cost of painting the exterior and interior, sand-blasting stone, and electrical wiring, was \$6,679.75. The Department has acted as a financial aid in many Post activities and in every case the funds have been wisely spent.

(2) In connection with the production and distributing of Extension Courses, prepared here for the War Department, the Book Department, since 1925, has spent from its profits approximately \$7,000.00 for which no reimbursement has been made. During the year there has been turned over to the War Department some \$400.00 worth of maps, also without reimbursement.

d. Personnel.—The splendid results accomplished in the Book Department are due to the loyal and efficient work of the enlisted and civilian personnel under the direction of the Secretary, The Command and General Staff School, and his assistant, Warrant Officer Cleveland Williams.

31. THE PRINTING DEPARTMENT.—*a. Improvements.*—The Printing Department is considered one of the most up-to-date plants in the Army. The improvements made in this department during the past four years have done much to bring it up to this high standard. All wooden furniture has been replaced by metal furniture, thereby reducing fire hazards to a minimum. The entire shop has been rewired to give better lighting efficiency. All direct current motors have been replaced by alternating current motors, thereby creating a great saving in electric current. The entire stockroom has been rearranged—new shelving built, so as to remove all stock from the floor. Stitchers, perforators, and other equipment have been regrouped and so arranged as to give more floor space. The entire shop has been painted and general working conditions made more agreeable for the personnel. Many visitors familiar with the printing trade have freely commented on the high class of work done.

b. Installations needed.—In order that the demands made upon this department may be met quickly and economically, it will be necessary to add to or replace some of the equipment, from time to time. In the very near future eight more unit galley cabinets will be required to store the increasing number of setups for textbooks. A static eradicatator should be installed on the large cylinder press as soon as possible, the cost of which will not be more than \$250.00. Additional floor space must be provided in the near future to take care of the yearly expansion.

c. Equipment purchased.—Equipment to the value of \$10,673.72, including presses, motors, cabinets, galleys, and linotype machinery, has been purchased since July 1, 1925.

32. THE BOOK BINDERY.—*a.* The work accomplished by the Book Bindery has increased in the past four years to double what it was in former years, and the increase in the output for the past year indicates that the demand for binding and rebinding books, mounting maps, etc., will increase from year to year. The Army Schools, Libraries, and Corps Area Headquarters are making greater demands on us each year for this class of work. During the past four years the work turned out by the Bindery for our own Library, the School, and other activities, is as follows:

Books bound -----	47,000	volumes
Maps mounted -----	30,000	
Pockets made -----	120,000	(for maps, loose- leaf pamphlets, etc.)
Cardboard boxes made -----	4,000	(for use with map problems and ex- tension course is- sues.)

b. New machinery installed in the Bindery in the past four years includes:

1	Perforating	machine
1	Punching	"
1	Stamping	"
1	Gluing	"
1	Band Saw	"

All these machines are motor driven and have taken the place of old and out of date machines which had served their purpose.

33. CONSOLIDATION OF ALL ACTIVITIES AT FORT LEAVENWORTH, KANSAS, UNDER THE COMMANDING GENERAL, AS COMMANDANT.—*a. Faulty military organization.*

—(1) For many years the post of Fort Leavenworth has been governed under a faulty military organization. Senior officers in command of major activities carried on in this Post have from day to day witnessed and experienced the baneful effects which always follow lack of unity in command in a military organization. The experience of all generations has established and vindicated the principle of unity of command.

(2) It would be difficult to trace the steps or the influences which led to the present organization at Fort Leavenworth; where, nominally, The War Department attempts to operate and administer The Command and General Staff School and the United States Disciplinary Barracks as two self-contained and independent commands, but where, actually and practically, such a procedure has been found to be impossible. No such situation has ever existed, nor is it possible for it to exist here.

(3) Actually and practically, except for a few minor features, there is but one military command at Fort Leavenworth, comprising two classes of work carried on by officers and enlisted men whose daily lives and community interests are so interlocked and inter-dependent that for all practical purposes administration under two commandants leads to daily embarrassments and failures. It is surprising that the Government's business has been so successfully carried out under these conditions. The results are a credit to the patriotism, forbearance, and fortitude of the Army personnel on duty here, rather than a proof of good organization. In fact, the results have been secured despite poor organization.

(4) These two commands are divided by an imaginary line only, and their relations, official, social, and otherwise, are interlocked.

b. Command viewpoint.—(1) From a command viewpoint the situation is peculiar. As now arranged, the Commandant, The Command and General Staff School, controls about 68 acres, comprising the landing field for the Air

Corps, which is situated well within and entirely surrounded by the part of the reservation under the command of the Commandant, United States Disciplinary Barracks.

(2) Under the provisions of the 17th Indorsement, War Department A.G.O. January 12, 1917 (2292347), the Commandant, U. S. Disciplinary Barracks, is authorized to cultivate approximately 672 acres of land lying entirely within the boundaries of the reservation of The Command and General Staff School. The Commandant of the U. S. Disciplinary Barracks is, however, required by the 10th Indorsement, A.G.O. July 15, 1915 (2292347), to do this cultivation so as not in any way to interfere with the use of any or all of this land for military purposes when so required.

(3) The Commandant, U. S. Disciplinary Barracks, controls sets of quarters within the limits of the reservation of The Command and General Staff School. This item alone was recently the subject of investigation and study by a board of officers appointed by Paragraph 1, Special Orders No. 69, Headquarters Seventh Corps Area, Fort Omaha, Nebraska, March 23, 1929, resulting in a decision by the Corps Area Commander which might well have been decided on the ground by a Commanding General clothed with full power to command the post.

c. This command functions as a depot.—(1) This command functions as a depot, in many respects for the U. S. Disciplinary Barracks.

(2) Regarding officers of this command and their duties, the following situation exists: The time of all medical officers and hospital facilities is always available to the personnel of the U. S. Disciplinary Barracks, and The Command and General Staff School, without distinction. The same is true of the two dental surgeons, the two veterinarians, the signal officer and his enlisted detachment, the hospital nurses, the finance officer and his warrant officer assistant who is property auditor, the commissary officer (a quartermaster), the motor transport and repair officer (a quartermaster), the civilian fire chief and his force of men, and all the facilities and equipment necessary for the performance of the special functions of each of these

named officers and men. These officers, warrant officers, nurses, and civilians, all necessarily living on the post, are now occupying quarters under my control, and a part of my command. All are essential to the efficiency and welfare of the personnel of the U. S. Disciplinary Barracks as well as the personnel of The Command and General Staff School.

(3) Much fatigue work of this Post must be done by prison labor. But the number of prisoners placed at the disposal of this station is determined entirely by the Commandant, U. S. Disciplinary Barracks. Until March 20, 1929, this arrangement had been most unsatisfactory, as I never knew, from day to day, the amount of labor I was to receive and therefore could not make definite plans. Were it not for the splendid assistance given me by the Warden of the Federal Penitentiary, in the way of prison labor, I should not have been able to bring the Post to its present condition as regards outside appearance, nor would I have been able to secure for the Government anywhere near the results for money expended that I have been able to secure.

d. Annoying matters.—Frequently annoying matters come up which a united command would easily avoid. A case in point is the matter of the air corps landing field. Until June 14, 1926, this field was unsatisfactorily and dangerously situated. All efforts made to secure additional ground lying within the reservation of the U. S. Disciplinary Barracks were bitterly combated by the then Commandant of that institution. After the change was actually made, that Commandant informed me he had always been in favor of the change, but felt that he should oppose it.

e. Privileges.—Officers and enlisted men of the U. S. Disciplinary Barracks receive many privileges which officers and enlisted men of this command do not receive. This apparent discrimination causes comment which could be avoided by a unified command. Many of the activities of the U. S. Disciplinary Barracks, such as the farm colony, post exchange, etc., are made possible only by the patronage of the members of this garrison. It is but reasonable and just that the profits made from this patronage should be expended in such a way as to benefit the Post as a whole and not for the purpose of building up quasi-government

activities for the benefit of prisoners or those engaged solely in guarding prisoners.

f. Ice.—(1) When I came to this station, ice was sold at 50¢ per cwt. As a result of persistent effort on my part, the Commandant of the U. S. Disciplinary Barracks finally reduced this price to 30¢ per cwt. I am reliably informed that ice can be made at from 12¢ to 15¢ per cwt. in civilian factories. With no overhead to be paid by the U. S. Disciplinary Barracks (as the delivery and much of the labor involved are done by prisoners), it is easy to see to what extent in this one item alone members of this command, commissioned and enlisted, support government activities. It is my understanding that in other garrisons where ice plants are maintained, the ice is furnished at cost.

(2) If I am correctly informed, the ice plant at the U. S. Disciplinary Barracks is a quartermaster activity. If this is so it should be handled as such and not on a profit getting basis for the benefit of the inmates of the U. S. Disciplinary Barracks and at the expense of officers and enlisted men of the Army.

g. U. S. D. B. activities.—All of the activities of the U. S. Disciplinary Barracks Farm Colony, its post exchange, and ice plant above discussed, are money making activities which depend primarily for their success upon the patronage of the personnel on duty at The Command and General Staff School. The prisoners confined in the U. S. Disciplinary Barracks receive the same allowance in money for a daily ration that is given to the enlisted men of the Army. My observations extending over a period of four years, are that this liberal money allowance for food, combined with money profits made from farm colony activities, and with actual food supplies in the form of vegetables, chickens, butter, eggs, milk, pork products, and other farm products, gotten from the U. S. Disciplinary farms permits the Commandant of the U. S. Disciplinary Barracks to feed the prisoners confined therein and the enlisted men on duty therewith, on a scale far beyond what is possible for me to provide for enlisted men on duty at The Command and General Staff School. This condition is fundamentally and basically unjust to more than 90 per cent of the officers

and over 70 per cent of the enlisted men normally on duty at Fort Leavenworth, and results in the adverse morale conditions which I have briefly pointed out. Under a commander with full authority to decide matters locally affecting personnel living in such close relationship, it would be possible to eliminate these unfair conditions and at the same time give to the inmates confined in the U. S. Disciplinary Barracks every reasonable encouragement looking toward reform and restoration to honorable military service, or to a condition of full and complete citizenship.

h. Recommendation.—(1) In view of these peculiar local conditions, I recommend that the necessary orders be issued so that the U. S. Disciplinary Barracks and The Command and General Staff School, and all activities carried on at Fort Leavenworth, operate under a Commanding General who should be Commandant of the U. S. Disciplinary Barracks and of The Command and General Staff School.

(2) Both of my immediate predecessors, Major General Hanson E. Ely and Major General Harry A. Smith, have recommended this consolidation and organization.

(3) On October 1st, 1921, the Secretary of War issued instructions through the Adjutant General of the Army that for the purpose of securing economy of operation, especially with respect to utilities, a careful survey was to be made of all military establishments for the purpose of determining whether combinations were possible to secure economy, better administration, and further the welfare of the military establishment. A board of officers was accordingly appointed by Major General Hanson E. Ely who made a study of the situation at Fort Leavenworth and recommended that a consolidation of the U. S. Disciplinary Barracks and The Command and General Staff School was not only feasible, but desirable.

i. Legal disabilities.—(1) It has been suggested, by those who are opposed to such a consolidation, that there are legal disabilities involved, and that such a consolidation cannot be made within the law.

(2) The legal question involved was considered by Major C. M. Dowell of the Judge Advocate General's De-

partment, at that time on duty as instructor at The General Service Schools, and his opinion was that no provision of existing law would be contravened by the issuance of an order by the War Department designating the senior line officer on duty at Fort Leavenworth, Kansas, as the Commandant of The Command and General Staff School and of the U. S. Disciplinary Barracks.

(3) The law under which the Disciplinary Barracks exists is found in paragraph 526, Volume I, Military Laws of the United States, 1921, page 337; and paragraph 530, Volume I, Military Laws of the United States, 1921, page 339, provides as follows:

. . . "The officers of the United States Disciplinary Barracks shall consist of a commandant and such subordinate officers as may be necessary, who shall be detailed by the Secretary of War from the commissioned officers of the Army at large. . . . Par. 4, sec. 2, act of Mar. 4, 1915 (38 Stat. 1085) amending chap. 6, Title XIV, Revised Statutes."

It is evident from this that no particular person or persons are of necessity, placed in command of the U. S. Disciplinary Barracks and that the U. S. Disciplinary Barracks can function legally under a commandant who is a Commanding General, as well as under any other officer.

(4) I have consulted Lieutenant Colonel E. O. Saunders, the member of the Judge Advocate General's Department who is at present an instructor at The Command and General Staff School, on this matter, and he concurs in every respect with the foregoing views of the law as expressed by Major Dowell. In his opinion, the change I have recommended could easily, simply, and effectively be made by a modification of *Army Regulations* which provide, at the present time, that the U. S. Disciplinary Barracks shall be an exempted command; and that such change of the regulation would not be a violation of the letter or spirit of any law.

(5) There seems to be, therefore, no legal obstacle to the combination of these two commands.

(6) As I am about to be relieved as Commandant I can not be justly accused of seeking enlargement of my Command. I have never found a single person with disinterested knowledge of the situation here who considered anything but a single command the best solution.

j. Change in Army Regulations.—This change could be made by changing *paragraph 3, Army Regulations, 350-110*, so that it would read as follows:

“3. COMMANDANT.—*a. General provisions.*—In each school or group of schools at the same place there will be but one commandant, who will be an officer especially selected for and assigned to this duty by the War Department. In the case of The Command and General Staff School he will be a general officer. * * * The commandant will command the place at which the school or schools are located, the school or schools thereat, and all troops and establishments thereat.”

Eliminating the words: “Unless such command is otherwise specifically restricted by the War Department,” and the words, “The United States Disciplinary Barracks, Fort Leavenworth, Kansas, is exempted from the jurisdiction of The General Service Schools at that post.”

k. Matters requiring a decision.—As the situation now exists, any matter which may arise affecting the interests of the two commands and about which the two commandants cannot come to a satisfactory agreement, must be referred to the Commanding General, Seventh Corps Area, for a decision. The matter may be one of considerable importance locally, but to the Commanding General at Seventh Corps Area it may appear very minor, if not trivial. Two examples have arisen within the past three months which may be cited as illustrating the measures which a higher administrative commander is forced to adopt to effect coordination in such a faulty military organization. Two matters; one about the boundary line between the U. S. Disciplinary Barracks, and The Command and General Staff School, and another about the apportionment of quarters here to the *two* commands, arose. These matters were referred to the Commanding General, Seventh Corps Area. To secure information upon which to base a decision, two boards were appointed to study the matters and recommend solutions. All members of the two boards were not only juniors to the two commandants, but the president of the boards was named from an officer on duty with the Organized Reserves at Kansas City, unfamiliar with the details involved in the matter put before him, and who had to come here to study his problems on the ground. This whole procedure was due to faulty military organization, was dis-

creditable to the War Department, humiliating to me and the Commandant of the U. S. Disciplinary Barracks, and extremely embarrassing to the individual members of the boards. All of this would have been avoided had a unified command existed at Fort Leavenworth.

34. CONCLUSION.—*a.* In closing this annual report, I am taking this opportunity to express my appreciation for the loyal and helpful assistance which I have, as Commandant of The Command and General Staff School, received from the officers, warrant officers, enlisted men, nurses and civilian employees on duty at Fort Leavenworth.

b. The work of the assistant commandant, the directors, chiefs of sections and subsections, and all instructors, has at all times been of the highest order. Only recently a student of the Special Class of The Command and General Staff School, a man who has devoted his life to educational work and is now holding a prominent position in one of our leading educational institutions, stated that the manner in which our instructional matter is prepared and presented to the classes in lectures, conferences, and in problems, is far above the average which is to be found in most of the institutions of higher learning. He stated that this is not only a credit to the Army's educational system but is also indicative of the ability, enthusiasm, and patriotism of the officers themselves.

c. The assignment of quarters, reception and quartering of instructors and students and their families upon arrival, and the care displayed in providing for the immediate and subsequent needs of all newcomers to the Post is such as to reflect credit upon every officer and man connected with the School staff and the Post supply service. Time and time again have I been told by officers from all parts of the Army that Fort Leavenworth and The Command and General Staff School are highly efficient organizations, the like of which are not to be found elsewhere in the Army.

d. Fort Leavenworth is a small but thickly populated district. The great number of officers, women, and children at this Post throws a great burden upon the medical officers on duty thereat. I have never seen in all my experience in the Army a more efficient or more loyal or hard-working

group of officers than have been the medical officers stationed at Fort Leavenworth during the last four years. This opinion of them is borne out of many testimonials, both personal and otherwise, which I have recieved from officers and men on duty here.

e. I wish particularly to pay tribute to the enlisted men of The Command and General Staff School Detachment (White) ; the Guard and Service Company, The Command and General Staff School; and The Command and General Staff School Detachment (Colored) on duty with this School. The men of The Command and General Staff School Detachment (White) are specially selected and trained for particular work in the production departments of the School. The heads of all departments, divisions, sections, and subsections of these production departments are men of long years of service in the Army who are particularly qualified to carry on this highly technical class of work.

f. In the Map Reproduction Department there are draftsmen, lithographers, photographers, and etchers, all of whom have done fine work in their particular line. A visitor who is connected with one of the country's largest lithographic establishments went through our Map Reproduction Department a short time ago and during his visit stated to me his amazement at the high efficiency and peculiar technical qualifications of these men for their special work.

g. The Printing and Book Binding Departments of the School have for years held a position of high standing for fine and artistic work. There has been a constant effort made to keep abreast of the times and improve the work of these two departments.

h. The men of the Guard and Service Company, The Command and General Staff School; The Command and General Staff School Detachment (Colored) ; and all of the supply and medical services have carried on their work in a highly efficient and satisfactory manner. These men have done much for the comfort of our personnel and the well-being of the Post in duties connected with the supply and medical services.

i. Notwithstanding the criticisms which I have made herein of the faulty organization existing at Fort Leavenworth, I wish to express my appreciation to the Commandant of the U. S. Disciplinary Barracks and officers under his command for the many courtesies extended to me and the personnel on duty at The Command and General Staff School. The fine appearance of the grounds within the Post and of the Officers' Golf Course is due primarily to the assistance given me in the form of prison labor from the U. S. Disciplinary Barracks.

j. To the many men and women of the garrison who, during my four years' tour, have done so much in so many ways to assist in building up and maintaining those non-military activities which have been of such immense value to the general community life of the School, I wish to extend my sincere and heartfelt thanks.

k. To my personal and official staff in both the academic and administrative branches, I shall ever be greatly indebted for their loyal, willing, and efficient cooperation.

EDW. L. KING,
Brigadier General, U. S. Army,
Commandant.